

TESTIMONY OF
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BEFORE THE

SUBCOMMITTEE ON TECHNOLOGY MODERNIZATION
OF THE
COMMITTEE ON VETERANS' AFFAIRS
U.S. HOUSE OF REPRESENTATIVES

LEGISLATIVE HEARING ON THE TOPIC OF:

**“MODERNIZING HEALTH RECORDS FOR SERVICEMEMBERS AND VETERANS:
THE CONTRACTOR PERSPECTIVE”**

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Good afternoon, Chairman Lee, Ranking Member Banks, and other Members of the Subcommittee. I am Richard Crowe, an Executive Vice President at Booz Allen Hamilton and the Client Service Officer for Booz Allen's Health Account. In that role, I lead a diverse portfolio of health services matters, including IT and healthcare operations service contracts, to include our EHRM Electronic Health Records Modernization (ERHM) program management support contract at the Department of Veterans' Affairs. I am pleased to be here with you today in my capacity as the head of Booz Allen's Health Account to discuss Booz Allen's role as an EHRM program management support contractor.

Booz Allen has a strong, demonstrated commitment to serving our nation's veteran population. Booz Allen was founded by a veteran, and the company has continuously supported the Department of Veterans affairs since 1952. Booz Allen takes great pride in our 65-year history of supporting veterans, which we do in multiple ways. Approximately 30 percent of our over 25,000 employees are military-connected — meaning they are veterans, in the National Guard, or military spouses — and Booz Allen invests in helping our military connected employees thrive through career building, best in class benefits, formal programs for military spouse support, and support to the military and veteran communities through innovative and impactful nonprofit partnerships. We are committed to the Department of Veterans Affairs' mission to serve our Nation's veterans.

The VA contract that brings me before the Committee today is Booz Allen's contract to provide Program Management Office (PMO) support for the VA's planning for and implementation of the overall EHRM solution. This testimony summarizes what we do under that contract, who we do it for, and what our role is relative to the other contractors supporting EHRM implementation.

What we do. As the Committee is aware, the VA Office of Electronic Health Record Modernization (OEHRM) is overseeing the implementation of a new electronic health record (EHR) system to be used across the VA healthcare enterprise. It is common for large EHR implementation

contracts to have a significant PMO, because preparing to go live with a new electronic health record system is a complex undertaking. Ensuring the continuity and safety of health care delivery is a main VA priority and, as the PMO support contractor, we support the VA's efforts to better serve and honor the men and women who are America's veterans.

Speaking generally, a PMO support contractor provides the surge staffing, resources, and tools, as well as management, engineering and governance expertise, to provide additional resources to a government program office to augment the government's own capabilities at the government's direction. EHRM PMO support contractors allow the government to obtain specific skills relevant to the EHR implementation at the relevant stage of the implementation process and in a time-bound manner. For example, we have engaged a number of individuals with Cerner technical expertise (i.e., experience implementing the Cerner product as implementation consultants or users of prior EHR implementations), as well as clinicians to support the VA in its review and execution of key implementation tasks in preparation for initial operating capability (IOC). By engaging such individuals on a temporary basis during implementation, we provide the specific personnel when the VA directs, and the VA is able to reduce its overall long-term spend. We also equip the VA with key resources and tools for identifying, tracking, and managing risks identified across each of the main PMO workstreams. PMO contractors provide key assistance to implementing organizations as those organizations work to convert enormous projects into discrete, actionable, trackable, and measurable tasks. The VA's use of such a PMO support contract is consistent with other commercial and governmental EHR implementations, to include the DoD's EHR implementation.

Who we do it for. Booz Allen is working at the direction and supervision of the VA under a time and materials contract. In that role, our job is to respond to a range of VA taskings required for successful ERHM implementation. We do not have our own independent development scope nor

responsibility over deployment and implementation tasks. The actual development and integration are being undertaken by Cerner.

Substantively, the VA determines the support it needs from Booz Allen and closely directs our efforts. Those efforts include providing program management, administrative, functional, technical, and logistical support to the EHRM Program Office as required under our contract's Performance Work Statement.

Structurally, our team mirrors the VA PMO team in that we are organized into workstream pillars. For each of those functional areas, the government workstream lead is paired with a Booz Allen workstream lead who assists their government counterpart. Booz Allen works at the direction of the government workstream lead with the approval of the Executive Director for VA Electronic Health Records Modernization and our Contracting Officer's Representatives (COR). The primary workstreams focus on assisting the Chief Medical officer, the Technology Integration Office, and Program Control. Additionally, we have staff located near the IOC sites as part of the Command Action Team (CAT) as a local extension of the broader PMO support.

Our role relative to Cerner. Booz Allen's work is distinct from Cerner's. Cerner is the principal contractor and is the technical. While we have some interaction with Cerner in our PMO support role, we do not direct Cerner. We support the VA's oversight role. There is no contractual relationship between Booz Allen and Cerner, and we do not have any technical or implementation responsibility over Cerner's scope of work.

Thank you for the opportunity to testify before the Subcommittee today. I look forward to your questions.